



## Leveraging Our Know-how from the Yokohama Forever Forest Project for a Coastal Levee Project in Otsuchi Town

As an advocate of the “Forest That Protect Lives” project being implemented by Otsuchi Town, located in the Kamihei District of Iwate Prefecture, we will support a project that will serve as a model for future activities.

### Supporting strong and beautiful urban development for the future

Yokohama Rubber is an advocate of the “Forest That Protect Lives” being implemented by Otsuchi Town as part of the vision in its earthquake recovery plan to “our beautiful town, looking out on the sea, inspiring people to take a walk”. As the first step, we will support a tree planting project that will serve as a model for future activities.

A “Forest That Protect Lives” is a concept first created by botanist Dr. Akira Miyawaki, who is currently serving as an advisor to the Yokohama Forever Forest Project. Essentially, trees are planted atop a coastal levee using the Miyawaki method, which involves planting native tree species to create a forest that is as natural as possible. This same method has been used for the Yokohama Forever Forest Project since its inception in 2007. A forest consisting of native tree species that support one another will form a solid forest floor that cannot be uprooted. This will help mitigate damage from tsunami and tidal surges. The lush green forest will also provide a beautiful landscape as well as give a sense of peace and serenity to the people living in the local community.

We hope to utilize the know-how gained from the Yokohama Forever Forest Project for the recovery and revitalization of Otsuchi Town. With this commitment in mind, we will actively implement and support tree planting activities together with members of the local community.

On April 30, 2012, we held a tree planting event that included volunteers from the community and Yokohama Rubber.



Tree planting event attended by many in the local community



Regional and Local Map of Otsuchi Town

## Up Close

▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1

▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2

▶ Protecting water environments near our production sites Up Close 3

▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address

▶ 1. Advancement of Environmentally Friendly Management

▶ 2. Safe and Healthy Workplace Environment

▶ 3. Safety and Quality of our Products and Services

▶ 4. Human Rights and Labor Practices

▶ 5. Credibility with our Business Partners

▶ 6. Stakeholder Communication

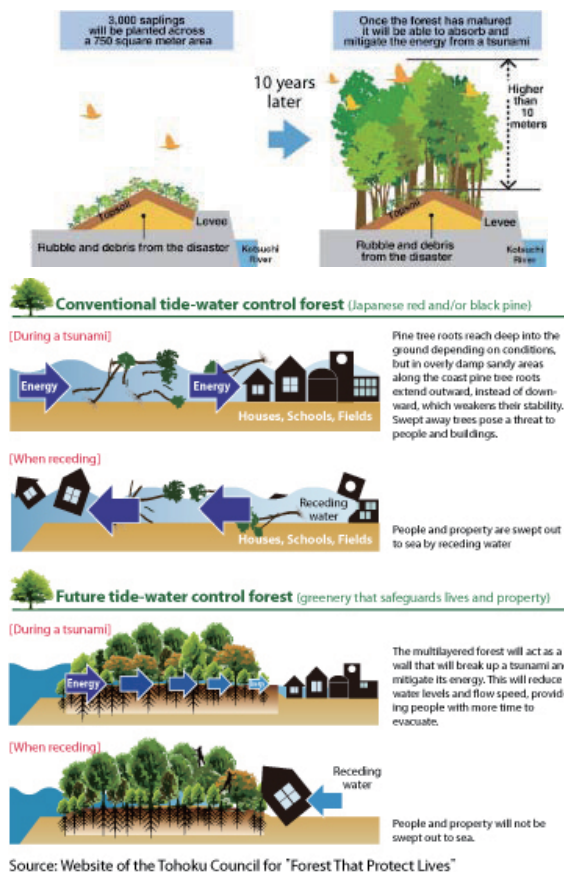
▶ 7. Corporate Governance and Compliance

▲ [Go to Page Top](#)

## Creating a safer, more secure coastal levee by effectively utilizing rubble and debris from the disaster

### Coastal Levee Plan

A unique feature of the “Forest That Protect Lives” concept is that rubble and debris still remaining from



the disaster will be effectively used in the foundation. First, rubble and debris will be sorted and buried in the ground. On top of this a mound will be formed on which trees will be planted. This will create a layer of air between the rubble and soil, which will enable the roots of the newly planted trees to dig deeper into the ground. The tree roots will envelope the rubble, making the forest above stronger and more stable. Building up the mound will ensure it serves as a safety net against future tsunami, while the act of tree planting will help heighten everyone's awareness toward disaster preparedness.

Conventionally, pine trees, which grow quickly and are tolerant of salt water environments, have been the tree of choice for tide-water control forests. However, research conducted on areas affected by the disaster showed that pine trees were weaker in terms of soil retention and more prone to falling. This demonstrated that pine trees would not function effectively in a tide-water control forest in these areas.

Native tree species planted using the Miyawaki methods are ideal for creating a strong underground root system that provides stability. This will help mitigate tsunami damage and provide additional time to evacuate. At the same time, the forest will also help prevent people from being swept out to sea when a tsunami recedes.

Yokohama Rubber is committed to supporting this "Forest That Protect Lives" because it will help

safeguard the lives of everyone in the local community.

▲ [Go to Page Top](#)

## ■ Message from the Mayor of Otsuchi



Otsuchi Town,  
Kamihei District,  
Iwate Prefecture  
Mayor  
**Mr. Yutaka  
Ikarigawa**

The rubble and debris from the tsunami symbolizes a part of the lives and in a sense something left behind by those that lost their lives in this disaster. A forest created atop this rubble and debris stands as a final resting place of souls. In this regard, this initiative will be a reminder of this disaster and that we must prevent future occurrences. Reconstructing a town that has lost everything starts from scratch, and in this sense, this forest created atop the ocean in Otsuchi Town will serve as a "Forest That Protect Lives" that helps the entire community drive the recovery effort forward. I am deeply grateful for the extensive assistance being provided by Yokohama Rubber.

## ■ Feedback from a Participant



Yokohama Tire  
Japan Labor Union  
Iwate Branch Head  
General manager  
**Taku Sasaki**

The Sanriku area suffered extensive damage from the tsunami and took countless lives. Among these were our daily business partners, suppliers and the family members of employees. Dealing with such loss has been painful for us all. Since then, I have continually thought of how I, as a local from Iwate, can help restore the once scenic beauty of the Sanriku area. I feel proud of the fact that I was able to take the first step toward this goal by planting trees together with the people of Otsuchi Town. Going forward, I will be closely following the progress of this coastal levee.

## ■ Message to Yokohama Rubber



Plant Ecologist  
**Dr. Akira  
Miyawaki**

Yokohama Rubber has helped to create valuable forest by planting some 500,000 trees of potential natural vegetation both in Japan and overseas under the aim of coexistence with leading technologies. Using this knowledge, Yokohama Rubber has taken the first-ever approach of creating a forest for mitigating disaster damage and conserving the environment from earthquake rubble and debris in Otsuchi Town, which suffered serious humanitarian and infrastructure damage due to the Great East Japan Earthquake. I am deeply appreciative of Yokohama Rubber Chairman Nagumo and President Noji as well as everyone involved in this project for taking the initiative to create a genuine furusato (hometown) forest that coexists with the local economy, helps safeguard members of the local community and protects the entire community from inevitable disasters, such as earthquakes, tsunami or fires. I look forward to the future development and activities of Yokohama Rubber.

▲ [Go to Page Top](#)

## Helping to mitigate damages caused by a disaster

### ■ The potential of pneumatic fenders

Capitalizing on its long-standing automotive tire technologies, in 1958 Yokohama Rubber became the first company in the world to manufacture a floating pneumatic fender. Since then, our floating pneumatic fenders have been used around the world alongside berthing vessels and on docks. If a fender is mistakenly damaged, it could lead to environmental degradation from an oil spill or result in the injury or death of dock workers. This is why floating pneumatic fenders have helped improve the safety of boarding at sea and also enhanced efficiency.

Many types of fenders are sold today, including solid (made from thick-walled rubber) and pneumatic types. Yet, our pneumatic fenders

have come to be known as Yokohama Fenders thanks to their solid reputation internationally. This reputation has helped our pneumatic fenders capture the leading share in markets around the world.

The advantage in our fenders can be found in the fact that we use the compressive elasticity of air from inside the rubber itself. This means that the recovery force gradually increases and the amount of compression is large. Fenders use this softening force to absorb the energy of vessel movements and from mooring cables when berthed. Based on this, Yokohama Rubber has been researching the potential use of fenders to help mitigate tsunami damage.



**Floating  
pneumatic  
fender**



**Fixed  
pneumatic  
fender**

## ■ Message from a Researcher



Industrial Products  
Technical Division  
Senior Engineer,  
Industrial Products  
Technical Dept.  
Dr. of Engineering,  
**Shigeki  
Sakakibara**

I have been engaged exclusively in fender research since joining the company in 1989. Since 2005, I have been working alongside researchers at Kobe University to conduct repeated simulations on pneumatic fenders behave when used on a berthed ship during a tsunami strike.

Our research has shown that compared to solid fenders pneumatic fenders soften the impact on a vessel as well as effectively reduce vessel movement and mitigate the force placed on mooring cables used to secure the vessel in place. Simulations indicated that even when a 2-meter high tsunami strikes the superior spring performance of pneumatic fenders can potentially reduce vessel movements like rolling, especially when used on LNG carriers. Depending on the height of the wave, pneumatic fenders may also help enhance survival mooring capabilities, such as preventing vessels from being swept out to sea. Today, we have are examining ways of how best to respond depending on the height of the tsunami wave.

I hope to share just how hard crew members work to safeguard their ship by showing the force that a vessel receives during a tsunami and its movements quantitatively and in an easy to understand manner. In this regard, I believe my mission is to help reduce damages from disasters. I have always had a strong interest in ships and the ocean, and felt I was very lucky to be able to research both through my work. My commitment to my work has become even stronger after seeing the misery caused by the Great East Japan Earthquake. Going forward, I hope to find even greater possibilities in fenders.

▲ [Go to Page Top](#)

## Looking back on the post-quake response for hints about future assistance measures



■ Roundtable talks led by volunteer participants

We held a roundtable talks on the type of assistance that should be provided to the affected areas and how individuals should get involved with the reconstruction effort. This talk was led by employees that participated in the earthquake recovery effort, including eight from the Yokohama Rubber head office, eight from the Hiratsuka Factory, two from the Onomichi Plant, and seven from the Mie Plant. Roundtable talks held at each business site saw active debate and received many unique ideas because employees took part as volunteers.



Roundtable talks in which employees participated as volunteers

Employees volunteered in the recovery effort for a variety of reasons, with more than one individual sharing, “I was hesitant about taking part as an individual, but the company encouraged me to join in and also helped defray the cost,” and “I wanted to participate since I had a positive experience volunteering in the wake of the Great Hanshin-Awaji Earthquake.” Many of the employee volunteers felt firsthand the tragedy of the earthquake and tsunami, which was much different than watching events unfold on the news. One employee volunteer noted, “You can’t really get a sense of the terror caused by this tsunami unless you’re actually there at ground zero. There’re a lot of things that volunteers can provide, so I felt it was important to get out there and see what I could do to help.”

Participants provided many unique ideas in terms of how the company can assist. This included potentially selling locally made produce and products at the coop, providing Yokohama Rubber fenders to help restore rafts used by local oyster farmers, and planting trees in a similar fashion as the Yokohama Forever Forest Project, among others.

Roundtable talk participants also shared some of the problems that took place as well. These included the fact that solicitations for volunteers did not reach certain employees, that volunteering is not firmly rooted in the company’s culture, and that no leave was provided to new hires to take part in volunteer activities. We plan to examine each of these issues and make improvements going forward.

[\\*Click here to read feedback from volunteers that participated](#)

■ In response to the roundtable talks



General Manager,  
CSR &  
Environmental  
Affairs Dept.  
**Atsushi  
Kanazawa**

For Yokohama Rubber, 2011 was a year in which it began dispatching employee volunteers to the disaster-affected area and initiated corporate volunteer work. These initiatives helped raise awareness within the company, sprouting a culture where each organization proactively dispatches employee volunteers, and we hope to capitalize on this momentum going forward. Between March 2011 and March 2012 a total of 125 employees volunteered in the Kesennuma Oshima, Higashi Matsushima and Onagawa areas. Activities in Kesennuma Oshima organized by Global Compact Japan Network, which accounted for about one-quarter of all Yokohama Rubber employee volunteers, involved the cleanup of rubble and debris.

Through these roundtable talks, we were moved by our employees’ awareness and passion to help. This included their awareness that something needed to be done, even by individual people, in the face of unprecedented damages and the fact that some employees had already been involved in volunteer activities prior to the disaster. The

volunteer work of our employees was nothing short of amazing.

Yokohama Rubber became a signatory to the United Nations Global Compact in 2012. As part of this, we launched a cross-divisional workshop that oversees not only volunteer activities, but all of our philanthropic activities as well. Through this workshop, we have also started revising and reviewing our definition of corporate volunteering as well as related programs. The workshop also consists of members that have experience volunteering. Going forward, we will continue to actively take part in aid activities, while clarifying the purpose of pursuing these activities as a corporate entity.

■ Innovations made and matters to review following our earthquake reconstruction assistance programs

Innovations made	We fostered an environment that encourages employees to participate by sharing specific volunteer activity program details such as dates, how to get there and accommodations. We decided to fund the cost of transportation to the affected area and local accommodations for employees participating in volunteer activities that assist the Great East Japan Earthquake reconstruction effort.
Matters to review	<ul style="list-style-type: none"><li>• Employees with less service time at the company are not granted leave for taking part in volunteer activities, making their participation difficult.</li><li>• Activities for which the company encourages employees to volunteer in should be made more widely known.</li></ul>

- The company needs to be aware of safety issues regarding the volunteer activities that it encourages employees to take part in (from a Mie Plant employee that helped deliver relief supplies to Onagawa Town on March 19, a little over one week after the earthquake).

▲ [Go to Page Top](#)

## ■ Held tsunami evacuation drills (at two manufacturing sites and 23 offices)

Yokohama Rubber held tsunami evacuation drills at business sites located inside an either an area where measures against a Tokai earthquake are to be intensified or an area requiring disaster preparedness measures for a Tonankai or Nankai earthquake. These sites are believed to be at risk of damage based on their position on the tsunami hazard map. Onsite disaster handling divisions communicated with Central Disaster Response Headquarters at the head office using three separate modes, including satellite phone, internal line using an IP mobile phone, and public pay phones located inside plants.

This training exercise enabled us to confirm the space and time needed to complete evacuations as well as the distance of the evacuation site to each respective business site. As there were several changes we needed to make concerning the response of each business site, we plan to hold a second tsunami evacuation drill sometime after September 2012.

### ○ Details of the tsunami evacuation drills

1. Date of drills: Thursday, November 24, 2011  
10:00 am Major earthquakes strike in the Tokai, Tonankai and Nankai areas (scenario)  
10:05 am The Japan Meteorological Agency issues an advisory for a large tsunami advisory (scenario)
2. Purpose:  
(1) To make the evacuation site and route known to employees in the case an advisory for a large tsunami is used and to practice using this route  
(2) To confirm the communication system for contacting the Central Disaster Handling Division from the evacuation site

Production sites: Mie Plant and Onomichi Plant  
Sales offices: 2 YMJ offices, 12 YTJ offices, 9 directly-owned tire distributors



## ■ Mie Plant employees help assist Kiho Town after it was damaged by Typhoon Talas

Mie Plant employees, who were among the first to collect relief supplies such as food and daily essentials for the victims of the Great East Japan Earthquake, also actively participated in volunteer activities in Kiho Town, located in the Minamimuro District of Mie Prefecture, after it suffered damage from Typhoon Talas. This is because as a contributing member of the local community the Mie Plant wanted to quickly help out those in need.

Typhoon Talas brought record-breaking rainfall to the Kii Peninsula, which caused damage in Mie, Wakayama and Nara prefectures, in particular. Kiho Town, which is located along the lower reach of the Kumano River, suffered serious damages from flooding and landslides as a result.

The 23 employees that volunteered their time helped to cleanup homes that had been inundated with flood waters, carryout furniture from these homes as well as help remove rubble and debris. The Mie Plant employed a workforce of 1,120 as of December 2011. The plant is known for its high level of team work in the local community where it often takes part in cleanup activities along the Futami Coast, around the plant, and on local rivers. Based on this experience, the plant voluntary takes part in relief aid whenever a disaster strikes. The plant's call for one-coin donations to benefit the Tohoku region continues today.



## ■ Feedback from Volunteers that Participated

Yokohama Rubber began full-fledged efforts to support employee volunteer activities in 2011 following the assistance it provided to the recovery effort in the wake of Japan's earthquake and tsunami disaster. These activities have expanded from the earthquake recovery effort to include helping communities hit by typhoons and tree planting. Here, we have compiled feedback from actual participants so that this information can be used to improve future activities.

Below is a selection of comments provided by employee volunteers that participated in these activities.

### ○ Feedback from Mie Plant Employees that Took the Lead in Supporting the Earthquake

## Recovery Effort

### ■ Impetus for taking action

[Katsuharu Omi, Yukihiisa Kubo, Yasu Taniguchi Mie Plant](#)

After seeing the shocking new footage on March 12 and 13, I made up my mind that I needed to go there to help, so I consulted with my colleagues at work. On March 16, we spoke with the general manager of the plant and received his approval. We called for a meeting of plant managers and assigned each a task that included collect relief supplies, arrange for transportation and select a destination. We announced the supplies that we wanted to bring, including tissues, diapers and clothing, and collected these at the plant. Since we had been in contact with the aid acceptance office of Onagawa Town, our plans came together quickly.



We left Mie at 6:00am on March 18, drove all day and all night and finally arrived at Sugo Parking Area early the next morning. The parking area appeared normal, but after closer inspection there were many fire department and Japan Self Defense Force vehicles parked there awaiting orders, which was quite out of the ordinary. We left the parking area at around 7:00am on March 19 and got off at Ishinomaki Interchange. Once off the expressway, the scenery changed dramatically and for the first time we found ourselves in what looked like a war zone. We delivered our relief supplies and on our way back home on March 21 we received word there had been an explosion at the Fukushima Daiichi Nuclear Power Plant. I believe that everyone shares the same thought of wanting to help the disaster-stricken areas and that other people will stand up if presented with the impetus of those around them taking action. The Mie Plant has an assistant manager's meeting where policy is decided. This has helped foster a culture where employees actively take the lead. After work employees are able to speak up more freely and open up, which serves as a sustainable energy for sharing each others' motivation and feelings. In addition, after arriving locally, we found there was a need for special skills and preparation in order to provide relief assistance. I believe this differs from the actual recovery effort that gets started after things have settled down.

[Mie Plant Yukihiisa Kubo :](#)

Since first delivering relief supplies to Onagawa Town we have held a one-coin donation campaign at our offices in Japan on the 11th of every month. I believe it was September 11 when one person that brought a donation said to me, "While Tohoku is important, what about Kiho Town?" These words served as an impetus for us to provide assistance to Kiho Town. We will continue to hold this donation campaign each month.

[Mie Plant Toshie Kashiwabashi :](#)

Today, we don't actively solicit for the one-coin donation campaign, but rather simply place a donation box in front of the Operations Department on the 11th of each month. I was moved to see a young employee with a rather unique appearance and hair style stop by after working the night shift to make a donation. I felt the youth of today aren't that bad after all.

### ○ Feedback from Employees that Participated in Global Compact Japan Network Volunteer Activities

#### ■ Expectations of the company

[Onomichi Plant Seiji Nakajima and Takayuki Utsumi :](#)

The receiving end had made advance preparations and I was providing service based on the instructions of people from the local community, so I felt like I was making a difference. I believe simply going there alone and looking for ways to help by talking with members of the local community would be impossible. I believe everyone wants to take part in volunteer activities, but they only need a push. I would like the company to provide this push to get its employees involved.



[Hiratsuka Plant Makoto Chiba :](#)

Information on volunteer activities was not conveyed to the production floor. In this sense, I believe many issues remain in terms of making this information known to all.

[Hamagomu Aicom Inc. Shigeru Sato :](#)

Many people want to participate in volunteer activities, so it's important to provide as many opportunities as possible. Once a person takes part in one of these activities, it lowers the hurdle and changes the way they think. This is why I believe volunteer activities will become more engrained in our culture if we encourage greater participation.

[Hiratsuka Plant Kyoko Ishikawa :](#)

I believe even more people will take part in volunteer activities if the company were to cover their expenses.

[Domestic Tire Technology and Service Department Hiroyuki Narabayashi :](#)

2011 was a year in which we were reminded of the powerlessness of people in the face of a massive natural disaster. However, 2011 was also a year in which we saw that people have the caring hearts to overcome such a display of raw power. There was a part of me that wanted to but couldn't help my friends in Sendai that had suffered, while there was another part of me that hesitated to get those around me involved. This is when I learned of the company's volunteer program. I invited colleagues at work to get involved and together we traveled to Kesennuma Oshima to help out the recovery effort.

The discussions showed that everybody has a different approach. Some people are proactive and willing to jump in, while others have yet to awaken to their desire to help. If an impetus is provided, I believe people can and will awaken to this desire. If the company continues to provide a variety of volunteer opportunities, its employees can become a driving force that make a difference in society.



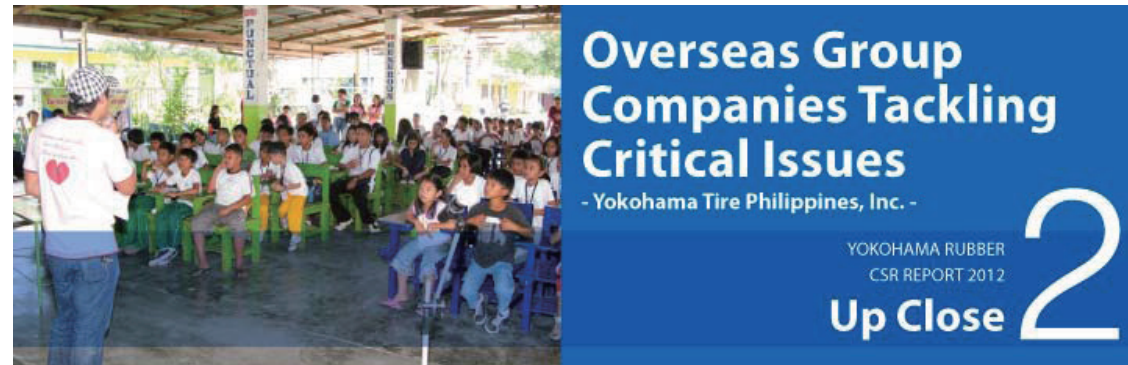
▲ [Go to Page Top](#)

---



[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > Overseas Group Companies Tackling Critical Issues—Yokohama Tire Philippines, Inc. — Up Close 2



The Yokohama Rubber Group is involved, as part of its global expansion, in a variety of activities in each region regarding critical issues, such as environmental protection and improvement of employee workplace environment. Here we will give examples of these using the Yokohama Tire Philippines, Inc. (YTPI), located in Pampanga Province, in the central region of Luzon Island in the Philippines.

## Creating safe and healthy workplace environments

Maintaining a secure and healthy workplace environment where our employees can work safely raises our employees' sense of belongingness to the company and ultimately leads to improvement of the quality of the products and services we provide to society. In recognition of this, YTPI provides support in a variety of ways to ensure the healthy life of its employees and their families both physically and mentally.

Noticing that the rate of occurrence of influenza is higher in Asia than other regions, YTPI began giving influenza vaccinations to its employees in FY 2010. In FY2011, these vaccinations were given to 1,830 employees and their dependents. This prevented influenza from spreading amongst our employees and reduced the number of lost workdays due to illness.

We also began program to provide female employees with vaccinations for the prevention of cervical cancer from FY2011. Cervical cancer puts a high risk amongst young females, but the vaccinations can be used to lessen the risks. In FY2011, a total of 101 female employees received the vaccinations. In addition, we are also putting our efforts in raising awareness and understanding among employees on the causes and ways to lessen the risk cervical cancer.

These vaccination programs we intend to continue in the future to avoid various diseases impacting the health of our employees and their families.



**A YTPI employee receiving an influenza vaccination**

▲ [Go to Page Top](#)

## Aid to typhoon-struck regions



**Helping assist those in need following the major typhoon**

A large typhoon called Sendong hit Mindanao in the Southern Philippines in December 2011. It caused great damage, with serious flood and landslides, leaving over 1,500 people dead or still missing. In response to this, employees took the lead at YTPI to give donations for the disaster-struck region. Previously, YTPI have been involved in efforts such as running a regional contribution program with employee participation using the funds collected from employees under the title of "Show you care, give a share," raising employee involvement in CSR activities. This time, shocked by the scale of the typhoon damage in Mindanao, our employees themselves suggested gathering donations for aid to the affected areas. Cash, medicine, clothing and more were donated by 573 out of 1,948 of our employees. A booth for raising donations was also

set up at the YTPI-sponsored Christmas party.

Ultimately, 17,000 pieces of medicine were given through the local governments to the citizens of Iligan which had suffered some of the worst damage. In addition, 27 bags of employees used clothing were distributed throughout Mindanao in cooperation with the local Clark Development Corporation. Cash donations reached 106,040 pesos (about 200,000 yen), given to the local NGO Gawad Kalinga, whose programs include building

### Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance



homes and sustainable communities for poverty stricken Filipinos. Going forward, the fund will be used to help building peoples' homes which were lost due to the typhoon.

▲ [Go to Page Top](#)

## EMS team works to reduce impact on the environment

We are also pursuing various efforts primarily through our EMS (Environmental Management Section) team to reduce environmental impact, a major issue which we must involve ourselves in as a part of our business activities. We are making serious efforts to recycle and reuse waste, currently doing so for 88% of what would otherwise be thrown out as garbage is recycled or reused. For example, we have donated scrap tires to local citizen's group (since November 2011). These are being used to make slippers, pots, fences, etc. Aside from that, we also donate label mounting paper to a local women's group for it to be folded up to make bags or photo frames. In addition, we supplied spent lead batteries to ABS-CBN Foundation, Inc. (AFI), a fund set up by the Philippines largest media organization. AFI sells these batteries into cash through a recycling company. The subsequent profit is used to run a program aimed to raise awareness on environmental protection.



**Handbag created from label mounting paper**

We have also extended efforts for environmental education at local schools to contribute to greater awareness amongst the people for sustainable development and environmental protection. We do this by offering an environmental-themed orientation to give children the necessary knowledge and skills for environmental protection so that they can help sustainable development in their communities and society overall.



**Malabon Elementary School**



**Sapang Bato High School**

Elementary School and Sapang Bato High School. Garbage containers that are manufactured in YTP from recycled packaging materials were given so that the knowledge on garbage sorting could be immediately put to practical use. Believing that the participating students will share the newly gained skills and knowledge on returning to their schools, having a positive impact on the entire community, we intend to continue such activities in the future.

We have also made strong efforts in environmental protection through tree planting, and are aiming to spread these activities outside, not limiting them to the communities of our offices. In May 2011 teachers and pupils of Sinura Elementary School together with YTP volunteers planted 100 saplings. In July we planted 600 saplings at Arayat National Park in cooperation with the Philippine Armed Forces, while in October we planted 100 saplings in with the help of pupils of Sto. Rosario Elementary School.

These saplings were grown through the Yokohama Rubber Group's Forever Forest Project, active both in and out of Japan. We hope to increase our tree planting activities to a wider sphere in the future, further contributing to environmental conservation.



**Tree planting activity**

▲ [Go to Page Top](#)

[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > Protecting water environments near our production sites Up Close 3



## Safeguarding at least the same amount of water used by our factories

Yokohama Rubber products are made using natural resources such as natural rubber and mineral ores, while its manufacturing factories are able to operate thanks to their access to large amounts of water. As a result, we have recognized that we need to find a way to give back to nature. Based on this belief, we began full-scale efforts to conserve biological diversity starting in 2010. We are committed to engaging in long-term efforts on a worldwide scale in order for Yokohama Rubber to coexist with local communities and so that we can mitigate the unavoidable impacts on the environment caused by our business activities.

Our activities in Japan were initially launched at the Mie Plant, and our focus from the start has been on protecting the environment by continually monitoring the natural surroundings and the organisms that live there. The goal of our activities has been to conserve and generate an equal amount of water resources as the amount consumed by our plants.

## ■ Overviews of the study

### June 2010

Preliminary study at 15 sites in Japan and 15 sites overseas



### November and December 2010

Field study onsite at the Mie Plant



### April to November 2011

Study implementation



### December 2011

Employee

- Preliminary study conducted on the natural environment in areas around business sites. Sites ranked in order of priority for implementation of future activities.
- Based on the results of the preliminary study, it was determined that the study and activities would be implemented starting first with the Mie Plant.

- Examined what type of study would be required in the future for areas surrounding the plant that are rich in biodiversity and have a capacity to retain large amounts of water, such as wetlands and grasslands.
- Based on the results of the field study, it was determined that a study plan would be formulated.

- In consideration of environmental changes with each season, the study was conducted on four occasions, once in May, August, October and November, respectively.

### Employee workshop

- The results of the study were shared and activities examined

### Briefing for local communities

## ○ Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ **Protecting water environments near our production sites Up Close 3**
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance

- The action plan was shared and feedback received
- Scope to be expanded to the Mishima, Shinshiro, Nagano and Y. T. Rubber Co., Ltd (Thailand)s

▲ [Go to Page Top](#)

## The Yokohama Rubber Way Together with employees and with local communities

With this study, Yokohama Rubber emphasized its employees should think for themselves and take the initiative in implementing activities. That is, employees are to conduct the study, formulate plans and implement activities, while receiving advice from experts. Our goal is to foster manufacturing plants that always take the initiative in protecting the surrounding environment and that are beloved by the local community.

First, the Mie Plant conducted a study on how much their business activities were impacting the surrounding environment. This study provided results from the natural organism health diagnosis program to safeguard the natural environment, which found that many organisms were living in the two rivers close to the plant and that effluent from the Mie Plant was helping to maintain the water quality of the Hinokijiri River.

The Miya River watershed is home to dragonflies and mayflies as well as many bird species such as grey-headed lapwings, bull-headed shrikes, and great weed warblers. Although parts of it have been polluted by sewage, the Hinokijiri River still is a habitat for killifish, carp, mullet and damselflies as well as larger birds such as the gray heron and great cormorant that fly in to eat the small fish.

In December 2011, the Mie Plant's 41 employees were split into seven groups to discuss some of the actions they could take based on the results of studies conducted to date.



**Plant life study conducted in the coastal grasslands of Futami Town**



**Employee workshop at the Mie Plant**

developed in the local community."

Based on the results of employee discussions, the next step was to reach a consensus with the local government, media and NPO officials about a plan for conservation activities for both the intake and discharge of water in order to conserve the ecosystem of the Miya River watershed.

A number of meetings were held with the local community to build up a consensus on a plan of action. At these meetings, the head of a local government happily noted, "Until now I held the misconception that Yokohama Rubber was discharging large amounts of polluted water. At

One of these teams named themselves Team Bakkon and worked to thin invasive foreign plant species such as cutleaf evening primrose, while also protecting native species, as well as to protect the rare bird species the streaked fantail warbler, which is an environmental indicator species for the ecosystem. Another team aspired to make the Hinokijiri River an ideal habitat for fireflies. Each team presented their ideas on how individuals could help protect nature in the surrounding community, which included monitoring, picking up garbage, exterminating invasive foreign species, cutting grass and protecting killifish. Plant Manager Toru Nakamura, who participated in the workshop, noted, "I was very proud to see the active dialog held between the teams. This area is home to Ise Shrine, mountains, the ocean, and vibrant rivers, so I felt a real sense that everyone wants to do their part to help protect this land in unique ways





**Aquatic organism study on the Hinokijiri River**



**Briefing for local residents**

the last briefing I found that I this was a misunderstanding. Therefore, I went back home and explained this to local residents. Going forward, our residents and I will be avid supporters of Yokohama Rubber.”

This relationship of trust created and nurtured through dialog represents exactly what we are striving to achieve.

▲ [Go to Page Top](#)

## Expanding this initiative to other sites in Japan and overseas

Using the initiative launched at the Mie Plant as a model, similar activities were started at the Mishima and Shinshiro plants in 2012. Regardless of which site, all of our employees are eager to learn and study firsthand about the impact that our production activities have on the natural environment as well as what they can do to help protect it. We will continue to formulate the most ideal activity plan for each site, based on previous activities conducted at each site as well as requests received through dialog with the local community. We have also initiated studies in Thailand, which represents an important country in terms of the Yokohama Rubber Group’s raw materials procurement, development production and sales processes. Here, we also plan to launch activities that include a focus on sustainable raw materials procurement.



**Water quality survey at the discharge point (Noda River) for the Shinshiro Plant**



**The terraced rice paddies of Yotsuya Senmaida located along the upper reaches of the Toyo River from where the Shinshiro Plant sources its water**



The Yokohama Rubber Group’s activities have only just begun. Although these activities will not yield concrete results immediately, we recognize the importance of carefully monitoring the progress of each. In this regard, going forward, our focus will continue to be on working together with our employees and with our local communities.



**The terraced rice paddies of Yotsuya Senmaida located along the upper reaches of the Toyo River from where the Shinshiro Plant sources its water**



**Receiving a briefing at Khao Sok National Park, which is the source of the water used by the Thailand Plant**

▲ [Go to Page Top](#)

### Summary of conservation activities at select locations

Shinshiro Plant

Took part in conservation activities at the rice paddies of Yotsuya Senmaida at the foot of Mt. Kuragake.  
Installed biotope for aquatic organisms living onsite.





Visit our corporate website to learn more about the results of the Mie Plant study as well as view an overview of the activity plan and feedback for stakeholders.

### ■ Feedback from a Member of the Local Community

I am pleased to see that Yokohama Rubber is actively engaged in these initiatives, while also having fun at the same time.

Mie Prefectural Government would like to assist in this effort by introducing Yokohama Rubber's initiatives on its website.

Science is fast evolving, so I ask that the company continually keep abreast of new information and always reflect back on whether it is taking the right action. By doing so, I am convinced that Yokohama Rubber's initiatives can become models for the world.

I expect nothing else. I believe there is no right answer when it comes to how to conserve biological diversity. In this regard, I would like the company to share its findings with society and incorporate feedback in future activities.



Department of  
Environment and  
Forestry Mie  
Prefectural  
Government  
**Mr. Kunio  
Yanagita**

### ■ Feedback from a Member of the Local Community

I believe it will be quite meaningful to use the Miya River investigation conducted by the Mie Plant as a good practice that should be rolled out at the company's other sites and plants across Japan. Our organization compiles the initiatives of companies actively working to protect water resources and the environment as well as to promote regional development in the Miya River Project Activity Compilation Guide. Each year we publish about 1,000 copies of this booklet, which is then distributed at the prefectural office and visitors centers for residents to take home and read. First, I would like to introduce Yokohama Rubber's activities in this booklet, which I hope will motivate local residents to get involved after they become aware of these activities.

While initially Yokohama Rubber's activities may still be looking for direction, going forward I hope the company takes progressive action, conducts advanced research and leverages the knowledge of pioneers in the field that came before them.

By having employees take the lead, I believe that this will help change the mindsets of local community members and make these activities even more rooted in the local community.



Miya River  
Watershed  
Renaissance  
Assembly  
**Mr. Yoshihiko  
Fukui**

### ■ Feedback from a Member of the Local Community

Employee workshops saw active discussions, so we are very much looking forward to our future activities. The report briefing held together with members of the local community provided a platform to receive important feedback on our efforts. Based on this, we hope to continue working closely with the local community going forward. Mie Plant employees are very proactive and cooperative in all of these activities. This is why I believe these activities can be successfully used as a model for other sites. For the secretariat, these activities provide a sense of accomplishment and are enjoyable at the same time.

Prior to these activities, we did not have a very close relationship with the local government, but following our participation in cleanup activities in Ise, we began to have more chances to work together.

The more we move forward with these activities the more we discover the deeper meaning behind them. We hope to continue with these activities with a stronger sense of motivation and a greater knowledge of biological diversity.



Mie Plant  
**Hisataka Okada and Hirofumi  
Imamura**

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > Seven Pillars of Critical Issues for Yokohama Rubber to Address



Yokohama Rubber Group has decided to facilitate all of our activities based on our seven critical issues in order to go about our CSR activities in a desirable manner.

The seven pillars of critical issues have been set out through internal discussion based on the concept of ISO26000 issued in November 2010, in the light of considering what are the crucial items for Yokohama Rubber Group and what we should focus on regarding the effect on the society.

From now on, in order to strengthen every action of those pillars, we will continue to facilitate the supervision by our entire group and the strategizing of relevant action plans.

## 1. Advancement of Environmentally Friendly Management



Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
Following the principle of dealing fairly with society and valuing harmony with the environment, we shall assert our world-class strengths in technologies for protecting the environment. <ul style="list-style-type: none"> <li>Continued improvement of environmental management.</li> <li>Action to combat global warming.</li> <li>Contributing to the creation of a sustainable recycling society.</li> </ul>	1. We will contribute to the realization of a low-carbon society through the development and marketing of our products to contribute towards the environment.	We will turn all our products into environmentally friendly ones  We will try to achieve a 25% reduction of greenhouse gases	All our newly developed products are given 100% environmental consideration and will be maintained as such.	Passed
	2. We will realize a society with resource recycling by utilizing natural resources to the fullest and minimizing industrial waste.	We will achieve and maintain total zero-emissions in both in our domestic and overseas offices and intend to keep this up.	We will increase the number of total zero-emissions plants among both our domestic and overseas group's production plants.	
	3. We will continue to enhance our activities related to biodiversity both at our domestic and overseas business locations.	We will enhance the environmental preservation activities in the surrounding areas of both of our domestic and overseas business locations.	We will commence observation of the surrounding natural environment of both our domestic and overseas offices.	Passed

▲ [Go to Page Top](#)

## 2. Safe and Healthy Workplace Environment



### Up Close

▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1

▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2

▶ Protecting water environments near our production sites Up Close 3

### Seven Pillars of Critical Issues for Yokohama Rubber to Address

▶ 1. Advancement of Environmentally Friendly Management

▶ 2. Safe and Healthy Workplace Environment

▶ 3. Safety and Quality of our Products and Services

▶ 4. Human Rights and Labor Practices

▶ 5. Credibility with our Business Partners

▶ 6. Stakeholder Communication

▶ 7. Corporate Governance and Compliance

Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
<p>Safety and sanitation are the basis of all our activities. We aim to prevent any occupational injuries, create a pleasant workplace and overall health for our workers under the strong leadership of our managers and supervisors, along with our entire group's employees' cooperation of this matter.</p>	<ol style="list-style-type: none"> <li>1. We will establish a platform of safety sanitation based on the Occupational Health Safety Management System (OSHMS).</li> <li>2. We will nurture people with overall safety..</li> <li>3. We will ensure the safety of all of our facilities.</li> <li>4. We will create a pleasant workplace.</li> <li>5. We will prioritize both the physical and mental health of our human resources.</li> <li>6. We will prevent any traffic accidents.</li> </ol>	<p>We will establish a safety culture aiming for zero risks.</p>	<p>We will obtain OSHMS certification at all domestic production plants by 2011.</p>	<p>In Progress</p>

▲ [Go to Page Top](#)

### 3. Safety and Quality of our Products and Services



Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
<p>We will contribute to society by planning, designing, producing, and selling attractive products for the satisfaction of our customers while maintaining a quality assurance system in all of our processes, including service. To this end, we will conduct systematic activities to ensure that all the basic steps in our quality assurance activities function properly.</p>	<ol style="list-style-type: none"> <li>1. We will establish a system to reflect in our next product development by gathering and analyzing customer feedback and market evaluation.</li> </ol>	<p>We will improve our support system for various global services.</p>	<p>We will strengthen the training of service engineers both in Japan and overseas (for tire sectors).</p>	<p>Passed</p>
		<p>We will establish our global training facilities (for tire sectors).</p>	<p>We will conduct quality training at domestic production plants (for tire sectors)</p>	<p>Passed</p>
	<ol style="list-style-type: none"> <li>2. We will improve the level of quality at all our plants by conducting education and training by focusing on quality at every hierarchy of our plant workers.</li> <li>3. We will make every effort to improve our product quality at every step; from product planning, design, and production.</li> </ol>	<p>We will improve our customer credibility by continuing to provide quality products all the time (for MB sectors).</p>	<p>We will commence product improvement meetings based on market information (MB).</p>	<p>Passed</p>

#### 4. Human Rights and Labor Practices



Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
We will create an environment in accordance with our management policy of creating a workplace to value, improve, and energize people, where each of our ever-diversifying personnel can equip themselves with the necessary skills and perform by utilizing their capabilities to the fullest. Also, we aim to create a workplace where our employees can realize a work-life balance. We will continue to raise the awareness of our personnel so that they can perform on the global stage and are capable to deliver the business strategy of GD100 and various technical strategies.	<ol style="list-style-type: none"> <li>1. Steady number of employees.</li> <li>2. Framework to facilitate the growth of our human resources.</li> <li>3. Realization of work-life balance.</li> <li>4. Creation of a workplace so that all our diversified personnel will be utilized.</li> <li>5. Respect for the human rights with zero tolerance for harassment.</li> </ol>	Our workplace is structured so that all our diversified personnel can perform to the fullest regardless of age, gender, nationality, etc.	We will establish a special subsidiary that promotes the employment of people with disabilities.	Passed
			We will newly establish vacation periods for male employees so that they can offer support when their spouses give birth.	Passed

#### 5. Credibility with our Business Partners



Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
<p>In order to realize GD100, we will conduct our procurement activities in accordance with the below-mentioned guidelines:</p> <ul style="list-style-type: none"> <li>• Procure optimum raw materials, equipment, and construction.</li> <li>• Trading with fairness and impartiality</li> <li>• Reasonable selection of our partners</li> <li>• Partnership</li> </ul>	<ol style="list-style-type: none"> <li>1. Co-development of CSR activities with business partners using CSR guidelines.</li> <li>2. Promotion of green procurement in cooperation with our partners.</li> <li>3. Thorough compliance of various procurement activities.</li> </ol>	Our company is able to enhance various CSR activities on the global stage by working hand-in-hand with our partners.	We will establish a purchasing code of conduct to be complied with by purchasing managers.	Passed
			We will hold meetings with business partners for studying and exchanging information related to CSR.	In Progress



- Compliance
- Harmony with the environment

▲ [Go to Page Top](#)

## 6. Stakeholder Communication



Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
We will continue to enhance mutual understandings and credibility by reflecting our stakeholders' feedback onto our corporate activities by conducting two-way communication with both of our internal and external stakeholders while providing information in a timely manner.	<ol style="list-style-type: none"> <li>1. Conducting dialogs with our stakeholders.</li> <li>2. Reduction of any environmental risks such as complaints over the environment from local communities.</li> <li>3. Facilitation of the YOKOHAMA Forever Forest Project.</li> </ol>	A system is in place to apply what stakeholders have to say.	We will conduct dialogs with volunteer participants.	Passed
		Five hundred thousand trees have already been planted at both domestic and overseas offices.	We will reduce environmental accidents to zero.	Passed
			We will foster seedlings and provide them external parties.	Passed

▲ [Go to Page Top](#)

## 7. Corporate Governance and Compliance



Guidelines	Our Activities	Our Goals (by FY2017)	FY 2011 target	Evaluation
Yokohama Rubber Group is making every effort to fortify and improve the support system for corporate governance to be established in order to realize management with transparency and fairness under our Corporate Philosophy. Thereby, this is becoming the management body to maintain our ever evolving corporate value in order for our management to continue to win unshakeable credibility.	<ol style="list-style-type: none"> <li>1. Internal enhancement of CSR guidelines.</li> <li>2. Development of this compliance system at our overseas offices.</li> <li>3. Establishment of BCP system and reorganization.</li> </ol>	Good ethics values based on ISO26000 compliance are well-known throughout our offices.	We will expand compliance systems at overseas group companies.	Passed
		The entire company can visualize the applicable legislations.	We will conduct tsunami evacuation drills.	Passed
		BCP support system is being developed as a group unit.		

▲ [Go to Page Top](#)

[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > [Seven Pillars of Critical Issues for Yokohama Rubber to Address 1/7](#) > 1. Advancement of Environmentally Friendly Management



## Advancement of Environmentally Friendly Management

### Stance and policy

Following the principle of dealing fairly with society and valuing harmony with the environment, we shall assert our world-class strengths in technologies for protecting the environment.

- Continued improvement of environmental management. - Action to combat global warming. - Contributing to the creation of a sustainable recycling society.

### KPI

Ratio of environmentally friendly products to all products handled



89%

By FY2017, we aim to ensure that all of tire and maker brand products are environmentally friendly products.

Ratio of greenhouse gas emissions compared to base year (domestic group companies)



86.8%

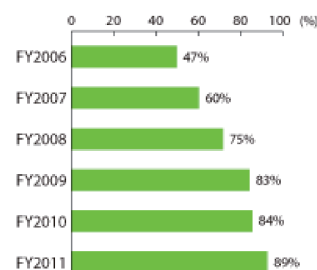
At our domestic group companies, we are working towards reducing the ratio of greenhouse gas emissions by 25% compared to base year by FY2020.

\* Although in principle the base year is 1990, the base year for PFC, HFC, and SF6 is 1995 in accordance with the Kyoto Protocol.

## Environmentally friendly products

In terms of the level of environmental impact (CO<sub>2</sub> emissions) for each stage of the product life cycle from production to disposal, in the case of tires, CO<sub>2</sub> emissions at the use stage account for 80 to 90% of the entire life cycle. For this reason, at the Yokohama Rubber Group we focus on creating environmentally friendly products that allow for low fuel consumption. The Yokohama Rubber Group defines environmentally friendly products as products for which the average score of the four items of global warming prevention, resource recycling, resource conservation, and safety and comfort exceeds 5%; and for which the score for any of these items has not deteriorated. By FY2017, we aim to ensure that all tire and maker brand products are environmentally friendly products. For FY2011, a ratio of 100% was maintained for the ratio of environmentally friendly products to all new products. In terms of the ratio of environmentally friendly products to all products handled, the ratio was 89%, a 5% improvement over the previous fiscal year.

### Ratio of environmentally friendly products to all products handled



▲ [Go to Page Top](#)

## Reducing the environmental impact of business activities

### Global warming countermeasures

The Group considers global warming countermeasures to be an extremely

### Greenhouse gas emissions

### Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ **1. Advancement of Environmentally Friendly Management**
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance

important issue, and in response conducts activities aimed at achieving a low-carbon society. The Group's approach to carbon management include the establishment of a dedicated committee for the adoption of cogeneration systems (CGS), a shift to clean fuels, and the implementation of thorough energy-saving activities.

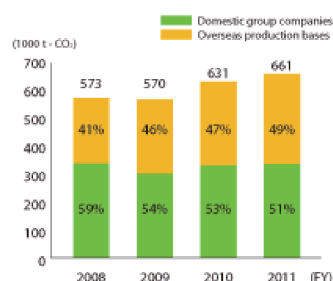
## Environmental action targets

- **Short-term reduction target**  
Reduce greenhouse gas emissions by an average of 12% compared to the base year at domestic group companies for the five year period from FY2008 to FY2012

- **Medium-term target for FY2020**  
At our domestic group companies, we are working towards reducing the ratio of greenhouse gas emissions by 25% compared to base year by FY2020.

During FY2011, greenhouse gas emissions at domestic group companies and overseas production bases were 661,000 tons CO<sub>2</sub>, with domestic group companies accounting for 51% of emissions, and overseas production bases accounting for 49% of emissions.

\*Although in principle the base year is 1990, the base year for PFC, HFC, and SF<sub>6</sub> is 1995 in accordance with the Kyoto Protocol.



The number of overseas production bases increased by one with the addition of a natural rubber processing plant from FY2010.

[▲ Go to Page Top](#)

## Effective use of resources

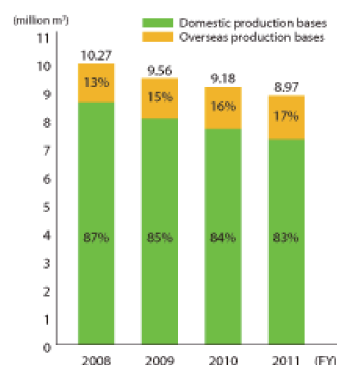
The Yokohama Rubber Group promotes the effective use of the resources that are used in its business activities.

To reduce water intake in production activities, the Group recycles and reuses equipment cooling water, collects vulcanization condensate, implements measures to prevent the overflow of water storage tanks, implements measures to prevent the leakage of underground piping, and thoroughly conducts daily checks and patrols. As a result, the total water intake from water sources at domestic and overseas production bases for FY2011 was 8.97 million cubic meters. Domestic production bases accounted for 7.44 million cubic meters, and overseas production bases accounted for 1.53 million cubic meters.

In order to reduce the quantity of waste matter, all domestic and overseas production bases are working to achieve zero emissions. Currently, we have achieved zero emissions at five production bases in the Asian region.

Although there were no plants that achieved zero emissions for the first time during FY2011, we will promote initiatives to achieve this goal by studying the issues that remain, particularly at US production bases. We will continue with efforts to increase the number of zero emission plants during FY2012.

### Water intake



## FY2012 issues and targets

### Environmentally friendly products

During FY2012, we will implement measures including increasing the adoption of fuel efficient tires and products using recycled raw materials, and ensuring that our maker brand products are energy-saving. We will also maintain a ratio of 100% for the ratio of environmentally friendly products to all new products.

### Global warming countermeasures

We will respond to issues through the deployment of energy-saving activities and the adoption of energy-saving equipment based on the actual place, actual thing principle (genchi genbutsu) as we aim to reduce greenhouse gas emissions by an average of 12% compared to the base year (1990) at domestic group companies for the five year period from FY2008 to FY2012.

### Effective use of resources

#### Water intake

During FY2012, we will continue with efforts to reduce the total water intake from water sources. The target for FY2012 is to achieve a total water intake from water sources of 9.55 million cubic meters at domestic and overseas production bases (7.66 million cubic meters at domestic production bases, 1.89 million cubic meters at overseas production bases). Although product volume will increase for FY2012 over FY2011, we expect to achieve a per-unit reduction of 1% as a result of various initiatives.

#### Waste matter

We will continue with efforts to increase the number of zero emission plants during FY2012.

[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > [Seven Pillars of Critical Issues for Yokohama Rubber to Address 2/7](#) > 2. Safe and Healthy Workplace Environment



## Stance and policy

Safety and sanitation are the basis of all our activities. We aim to prevent any occupational injuries, create a pleasant workplace and overall health for our workers under the strong leadership of our managers and supervisors, along with our entire group's employees' cooperation of this matter.

### Domestic disabling injury frequency rate



0.36

It has been determined that new initiatives are required because the rate has remained nearly the same as the rate of 0.30 from 2009 and 0.36 for 2010

\* Disabling injury frequency rate = (number of work-related injuries / total working hours) x 1,000,000 hours

### KPI

### Number of OSHMS-certified business locations (domestic)



7  
(cumulative total)

During FY2011, two plants acquired OSHMS certification, meaning that seven of our eight domestic business locations are certified. Although the field survey for Onomichi Plant was completed in December 2011, OSHMS certification was acquired in January 2012.

## Working to acquire Occupational Safety and Health Management System (OSHMS) certification

The Group promotes the acquisition of Occupational Safety and Health Management System (OSHMS) certification as we strive for the strong commitment of management, the establishment of organizational frameworks and management systems to ensure this commitment is fully instilled at the work site, and the elimination of risks. During FY2011, OSHMS certification was acquired for the Shinshiro production site (for the 2plants).

In addition, in order to assess the strengths and weaknesses of each business location and promote improvements, we have established common inspection items, and implemented internal safety audits both in Japan and overseas.



OSHMS certification ceremony for the Shinshiro Plant and Shinshiro-Minami Plant

## Equipment safety

Using risk assessment methods to serve as a form of preemptive control in response to disasters, we identify and evaluate potential risks associated with existing equipment in order to prioritize the required countermeasures. In addition, in an aim to develop safe and secure equipment, we also use ideas from workers for the production of tools and automation of equipment that will allow problems to be handled without requiring physical interference.



On-site inspections



Holding a review

## Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ **2. Safe and Healthy Workplace Environment**
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance



## Nurturing people with overall safety

We aim to develop sensitive human resources that recognize risky situations as being dangerous. For this reason all employees conduct KYT (kiken yochi training, or hazard prediction activities) on a daily basis, improvement activities on a voluntary basis in response to potentially dangerous incidents that have been pointed out, and hands-on safety drills. In addition, plant supervisors implement communication-focused safety training on a one-on-one basis with workers to enable workers to understand the meaning of individual work process so that they can perform safer operations independently. Through these initiatives, we aim to share and stimulate disaster prevention activities for all workers at our business locations.



### Improvement of local ventilation systems

**The entire work unit is covered so that the smoke emitted is ventilated**

## Creating a pleasant workplace

We improved equipment and promoted the improvement, maintenance, and management of working methods aimed at using working environment measurements in order to maintain a pleasant workplace. In addition, based on the 5S (seiri, seiton, seiso, seiketsu, and shitsuke, or sorting, straightening, systematic cleaning, standardizing, and sustaining) methodology, we promote manufacturing so that the things you need are available when you need them.

## Prioritizing both physical and mental health

To prevent health problems from arising due to overwork and excessive stress, we strive to remain aware of employee working hours and provide guidance and work improvement suggestions in response to workers that work for long hours. Moreover, we provide care in response to mental health issues through preventive management at work sites and the provision of contact points for consultations. We have also started conducting specific medical examinations and providing health guidance for employees in need of specific health guidance.



### Motorcycle operations workshop

## Preventing traffic accidents

We will expand the systems, function, and activities of traffic accident prevention organizations at each business location. In particular, we will employ traffic guards holding placards during commuting hours as we continue to conduct accident prevention activities. In addition, we will conduct educational activities in cooperation with local police stations and other traffic safety-related organizations.

▲ [Go to Page Top](#)

## FY2012 issues and targets

An issue that remains is raising the awareness of our employees towards safety and lowering the risk levels associated with equipment.

Accordingly, we aim to increase the sensitivity of employees towards risk through activities aimed at preventing physical interference with operating equipment and KYT (kiken yochi training, or hazard prediction activities). At the same time, we will strengthen our follow-up system in response to equipment risk assessments in order to reduce risk levels. We will conduct open work observation for the purpose of preparing manuals so that everybody can safely conduct the same work. Moreover, at plants overseas, we will establish and deploy management systems based on OSHMS.

Because the number of accidents are comparatively high for new employees with less than three years of experience and we believe that allowing for the safe conduct of work regardless of experience to be an appropriate means of measuring the completeness of work manuals, we will work towards the goal of not allowing new employees with less than three years of experience to be injured.

## Activities at Yokohama Rubber Group companies : SAS Rubber Company's initiatives



**SAS Rubber Company  
employees and their families**

SAS Rubber Company, which manufactures train and bus window seal materials, various rubber cover materials, and automotive hoses, is actively involved in safety activities, including internal safety audits, hands-on safety drills, countermeasures in response to major disasters at other plants, and the adoption of risk assessment programs. SAS Rubber Company also actively conducts 2S actives (seiri and seiton, or sorting and straightening) in the same manner as in Japan to promote the efficient and safe use of space within plants. On site, these activities are implemented under the name of 3S (safety-first, seiri, seiton) + 3P (promise, profit, persistent).

▲ [Go to Page Top](#)

---

[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > [Seven Pillars of Critical Issues for Yokohama Rubber to Address 3/7](#) > 3. Safety and Quality of our Products and Services



## Safety and Quality of our Products and Services

### Stance and policy

We contribute to society by planning, designing, producing, and selling attractive products for the satisfaction of our customers while maintaining a quality assurance system in all of our processes, including service. To this end, we will conduct systematic activities to ensure that all the basic steps in our quality assurance activities function properly.

KPI	<b>Number of graduates from quality training programs at domestic production plants (Tire sectors)</b>	New for FY2011 <b>73</b>	We aim to improve the skills of our employees by holding hierarchical quality training programs for executives at production plants. The framework requires employees assigned to new posts to receive training. (Domestic production plants)
	<b>Number of certified service engineers (Tire sectors)</b>	New for FY2011 <b>111</b>	We aim to improve the skills of service engineers through a three-rank certification program. The ranks are "beginner" for engineers without hands-on experience, "intermediate" for engineers with the ability to assess complaints made, and "advanced" for engineers with the ability to independently conduct all the work required.

### Ensuring that only high-quality products are provided to customers

#### Employee training to ingrain quality management for the establishment of a quality assurance system

The Yokohama Rubber Group places much importance on quality training. In particular, we aim to improve the skills of engineers through hierarchical quality training at production bases focused on management positions that involve quality control. This training aims to create awareness towards quality and provide the required skills based on the applicable work role.

During FY2011, there were 73 new graduates from quality training programs at four domestic production bases.

In the future these training programs will be incorporated at our business locations overseas while taking into consideration various local cultures and corporate climates as we strive to instill a standardized approach to quality management throughout our global operations so that we can provide higher-quality products to customers around the world.



Confirming issues at the workplace through training

▲ [Go to Page Top](#)

### Ensuring that the customer's perspective is always considered in the provision of high-quality service

#### Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ **3. Safety and Quality of our Products and Services**
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance

## ■ Implementing and improving Yokohama service engineer training throughout the world

By constantly providing service in consideration of the customer's perspective, the Yokohama Rubber Group aims to become a company with extremely high customer satisfaction levels and market presence. To this end, we are implementing and improving service engineer training throughout the world. During FY2011, there were 111 new graduates from quality training programs.

As part of this program, at the Tire Service Training Center that was established in Thailand in October 2011, a test course program using actual vehicles was added to the previous training program to provide a hands-on experience of tire and vehicle characteristics so that more practical service in line with the customer's perspective can be provided. In the future, we will increase the number of training programs as we take steps towards developing Yokohama service engineers throughout the world.



**Hands-on training with actual vehicles at the Tire Service Training Center**

### A training program participant



**Yokohama Iberia, S.A.**  
(Spain, Portugal)  
Product Manager

**Andres Antonio Castro**

I am sure that it is important to ensure appropriate resolution of all tire related technical inquiry with respect to customer satisfaction and the commercial goals of the company.

In fact, I attended Advanced Technical Training Course in Thailand. Through the technical training, I realized that the program gave us a chance not only for learning all aspects of tire technology and manufacturing process, but also for obtaining practical tire service knowledge with damage tire inspection and test driving. The experience of technical training programs helps to provide good quality service for our customers as well as to support sales activities for internal staffs. Besides the technical aspects, it was a rich experience sharing experiences with our colleagues in other markets. These experiences will help us to understand many other aspects, reaching the most important goal for us: "the satisfaction of our customers and high quality service".

## ■ Conducting workshops for dealers and construction companies that handle multi-business products

Because the Group's multi-business products are industrial products, many of them require special skills and knowledge for proper handling. For this reason, regular training is provided on the characteristics and handling methods of these products for the employees of dealers and construction companies that handle them. In this manner, we aim to facilitate the selection of the products that meet the customer's requirements and the provision of prompt and adequate support in the event of defects.

In the future, we will speed up the establishment of our technical service system overseas to support the globalization of our business as we implement product improvements based on an accurate understanding of market conditions and feedback to the relevant departments. Through these initiatives we aim to become a company capable of continuously providing products that satisfy our customers.



**High-pressure hose fitting assembly instruction workshop**



### FY2012 issues and targets

From FY2012, we have revised our CSR and environmental promotion framework, and accordingly the CSR Council is to conduct overall reviews of quality assurance throughout the Group. We will implement uniform activities throughout the Group through the establishment of a quality assurance system for all processes. To achieve this, we will use a common benchmark to evaluate activities in the process of planning, design, production, and marketing of attractive products that will satisfy our customers. In addition, we will constantly strive to improve our quality assurance system in all processes, including service provision.



[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > [Seven Pillars of Critical Issues for Yokohama Rubber to Address 4/7](#) > 4. Human Rights and Labor Practices



## Human Rights and Labor Practices

### Stance and policy

We will create an environment in accordance with our management policy of creating a workplace to value, improve, and energize people, where each of our ever-diversifying personnel can equip themselves with the necessary skills and perform by utilizing their capabilities to the fullest. Also, we aim to create a workplace where our employees can realize a work-life balance. We will continue to raise the awareness of our personnel so that they can perform on the global stage and are capable to deliver the business strategy of GD100 and various technical strategies.

### KPI

#### Employment rate of people with disabilities

▶ 1.77%

From April 2011 to March 2012, the total employment rate of people with disabilities was 1.77%. Afterwards, six new employees with disabilities were hired on April 1, 2012, resulting in an employment rate of people with disabilities of 1.94% for April 2012. With the recognition of Yokohama Peer Support Co., Ltd. as a special subsidiary for promoting the employment of people with disabilities, a rate of at least 2% is expected to be achieved for FY2012.

#### Days of maternity leave taken

▶ Total of 615 days

The Group allows the taking of up to 10 days of maternity leave when an employee or the spouse gives birth, up until the child reaches the age of one. Between April 1, 2011 when this system was established and March 2012, 120 employees took maternity leave, for a total of 615 days.

### Promoting the employment of people with disabilities

Up until now new employees with disabilities have been hired on a regular basis for mainly work within our existing operations that could be conducted regardless of their handicaps. In addition, we have now begun to develop new forms of work to increase the employment of people with disabilities. From 2011, we started accepting interns from special support high schools on the assumption of future employment. Two out of seven of these interns that were accepted between April 2011 and March 2012 were employed in April 2012.

### Supporting the development of the next generation

In the past, male employees were able to take two days of paid maternity leave and up to one year of unpaid maternity leave upon the birth of a child. On April 1, 2011, rules regarding maternity leave were changed to allow 10 days of maternity leave to be taken until the child reaches the age of one. This change resulted in an increase in the number of days of maternity leave taken as well as the number of employees that took maternity leave (for FY2010 104 employees took a total of 193 days of maternity leave).



### FY2012 issues and targets

#### Securing stable employment for people with disabilities

Although we did not reach the legally required

#### Supporting the development of the next generation

The increase in the number of days of paid

### Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance

rate of 1.8% during FY2011, we plan to secure an employment rate of people with disabilities of at least 1.8% for Yokohama Rubber (non-consolidated) for FY2012. By constantly working in activities such as the operations of Yokohama Peer Support Co., Ltd., we will strive to create a workplace so that all our diversified personnel can perform to the fullest.

maternity leave is an improvement that was conducted faithfully in response to the needs of employees. We believe that it is important to develop systems based on a proper understanding of employee needs in this manner.

### **Establishment of Yokohama Peer Support Co., Ltd. at the Hiratsuka Factory**

The special subsidiary Yokohama Peer Support Co., Ltd. was established on December 9, 2011.

Operations commenced from March 2012 and on May 30, it was recognized as a special subsidiary for promoting the employment of people with disabilities. Fifteen disabled employees, mainly with mental disabilities, conduct beautification work, such as cleaning and planting, and mailing and shipping work at the factory. In addition, as a catering service for employees, the sale of coffee and bread made at the Hiratsuka Disabled Persons Community Center is planned. The subsidiary also provides cleaning services at our headquarters.

In the future, there are plans for the subsidiary to increase the number of employees to 30 and expand its operations to include cleaning and beautification work at Yokohama Rubber plants throughout the country, the delivery of tire sales promotion tools, and the preparation of business cards for all Group companies.

▲ [Go to Page Top](#)

---

[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > [Seven Pillars of Critical Issues for Yokohama Rubber to Address 5/7](#) > 5. Credibility with our Business Partners



## Credibility with our Business Partners

### Stance and policy

In order to realize GD100, we will conduct our procurement activities in accordance with the below- mentioned guidelines:

- Procure optimum raw materials, equipment, and construction.
- Reasonable selection of our partners
- Compliance
- Trading with fairness and impartiality
- Partnership
- Harmony with the environment

### Local raw materials use rate in overseas plants



# 70%

(According to our proprietary benchmark that takes into consideration the number of items and weight)

In addition to the benefits of cost-effectiveness and risk avoidance, we promote local production for local consumption by procuring raw materials from the regions where our plants are located as we aim to coexist and prosper with local industries. Because the ASEAN region forms one economic zone, we view the region as one country.

### KPI

### Number of CSR Procurement Committee



# 6

(Held once every two months)

By holding regular committees attended by the CSR Division and Procurement Division, we aim to study and promote future activities.

- Gathering information and assessing trends related to leading CSR companies
- Assessing and responding to supply chain conditions during earthquakes
- Ensuring the purchasing code of conduct is complied with by departments involved with domestic and overseas procurement
- Improving compliance among business partners by holding CSR study meetings

## Localizing on a global scale: promoting local production for local consumption

With the globalization of the Yokohama Rubber Group's business, we promote local procurement of raw materials while taking into consideration quality and costs in our aim to establish good relationships with local business partners.

At Suzhou Yokohama Tire Co., Ltd. and Hangzhou Yokohama Tire Co., Ltd. in China, the local purchasing division, technical division, and procurement division have worked together to improve the local procurement rate through increased business partner adoption. As a result, even after the Great East Japan Earthquake, the supply chain was not interrupted and we were able to provide our products to customers.

In the future, at our new business locations in Russia and India, we will promote surveys to develop local business partners in an aim to increase the local procurement rate.

## Establishing and deploying throughout the Group a purchasing code of conduct aimed at promoting equitable and fair trade

The Yokohama Rubber Group is working to build relationships of trust based on equitable and fair trade with the business partners in its aim for co-existence, prosperity, and mutual development.

For this reason, in addition to our previously-observed basic purchasing policy, from FY2011 we also established a system of purchasing ethics with the understanding of our purchasing managers. This system of purchasing ethics will be combined with our basic purchasing policy to form a purchasing code of conduct. We will ensure that the entire Group, including overseas subsidiaries, is aware of this purchasing code of conduct.

We aim for this purchasing code of conduct to be an extremely practical code based on incidents that happened in the past at the Group and other related events that occurred at other companies.

### Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ **5. Credibility with our Business Partners**
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance



## FY2012 issues and targets

### Localizing on a global scale: promoting local production for local consumption

Ever since we are taking the promotion of our local business partner development and local adoption activities.

During FY2012, in addition to activities that have been conducted in the past, we will use the China Technology Center within Suzhou Yokohama Tire Co., Ltd. in China, as well as an evaluation base in Japan as we promote the speedier adoption of local raw materials to increase the local raw materials use rate. In addition, we will promote the development and adoption of local business partners to increase the local raw materials use rate at existing business locations in Russia, where production was launched in during FY2012 and India, where we plan to launch business in the future.

### Promoting equitable and fair trade

Up until now, we have conducted workshops for business partner liaison managers, business partners of domestic business locations and CSR training for purchasing managers at overseas subsidiaries for the purpose of increasing awareness of CSR both internally and externally. During FY2011, a purchasing code of conduct was established as it was recognized that such a code was needed for purchasing managers. During FY2012, we will hold workshops for the business partners of domestic business locations and ensure that all purchasing staffs are fully aware of the purchasing code of conduct. So that the same business partner workshops can also be held at overseas business locations, we will work to improve training activities and establish systems and frameworks to promote CSR activities at all of our business locations.

▲ [Go to Page Top](#)

---





## Stakeholder Communication

### Stance and policy

We will continue to enhance mutual understandings and credibility by reflecting our stakeholders' feedback onto our corporate activities by conducting two-way communication with both of our internal and external stakeholders while providing information in a timely manner.

#### Yokohama Forever Forest project Number of seedlings planted during the year

48,980 trees

The project aims to plant 500,000 seedlings mainly in both our domestic and overseas production sites by FY2017. During FY2011, we planted 136,776 trees at domestic business locations along with 96,167 trees at overseas business locations. Although we planned to plant 45,000 trees during FY2011, we managed to plant more trees than planned.

#### KPI

#### Number of social gatherings held with local citizens at production bases (per year)

2 per year

The number of social gatherings held with local citizens at production bases has been established as a KPI for measuring the level of communication with citizens living in the areas near our production bases. We believe that everyday communication with citizens living nearby is extremely important, particularly for production bases located in urban areas.

### Yokohama Forever Forest project

Through this project, we hope to raise the awareness of the participants towards the environment, create fire prevention programs and forests to preserve the environment, contribute to global warming prevention, maintain biodiversity, and improve communication with the local community. One of the main characteristics of this project is that we are conducting it under the guidance of Dr. Akira Miyawaki, Plant Ecologist and Emeritus Professor of Yokohama National University. In addition to planting, most of the forest-building work is done by our own employees, their family members, and local residents, including the nurturing of soil, collection of acorns, and creation of seedlings in pots.

This project was initiated in Japan in 2007 when our Hiratsuka Factory started planting trees, and the factory has now planted trees for approximately three to four years. Overseas, we plan to deploy this project on a global level, including Asian production bases in countries such as China, Thailand, the Philippines, and Vietnam; our production bases and headquarters in the US; and other business locations overseas and in Japan.

We also provide seedlings to external organizations as a means of fulfilling our corporate social responsibility and have provided a cumulative total of 76,000 seedlings as of FY2011. To measure the effects of planting, we observe wild birds, conduct tests on the fixed quantity of CO2 absorption, and conduct temperature measurements at the Hiratsuka Factory.



### Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ **6. Stakeholder Communication**
- ▶ 7. Corporate Governance and Compliance

## Social gatherings with local residents and factory tours

During FY2011, we worked to communicate regularly with local communities at each of our business locations through measures such as social gatherings with local residents and local clean-up activities. We plan to promptly respond to the requests and opinions provided by local residents at these social gatherings regarding dust, noise, odors and the idling of large-sized vehicles passing through. The details of these activities are made available through [site reports from each of our business locations](#).



## Working together with regions at business locations overseas and in Japan

At business locations overseas and in Japan, we conduct activities aimed at resolving local issues, including biodiversity surveys near business location and working together with NGOs and NPOs, as well as relief activities in response to disasters.

What do our stakeholders expect of us? Are we satisfying their expectations? By maintaining constant communication with all of our stakeholders, Yokohama Rubber Group is striving to live up to the expectations from our society. Through these initiatives, we hope to increase the vitality of local communities, our employees, and our company.



**Social gatherings with local residents**



### FY2012 issues and targets

#### Yokohama Forever Forest project

We are working to prepare seedlings for the Tohoku Committee for Promoting Forest That Protect Lives. In this project, the Committee has provided us with seedlings from Tohoku, which we will act as a foster parent for two to three years and then provide to Committee-supervised forests free of charge.

In Otsuchicho, Iwate Prefecture, we are involved with the gathering of acorns which we raise at our plant and use in the creation of Forest That Protect Lives.

#### Communication with local residents

We aim to hold two social gatherings in a year with local residents near our plants in order to establish regular communication with communities. In addition, we aim to conduct social contribution activities in 16 fields at all of our production bases.

<16 fields of social contribution activities>

1. Regional cleaning and beautification, 2. Blood donation, 3. Social gatherings with local residents,
4. Allowing facility visits, 5. Factory tours, 6. Hands-on internships,
7. Regional disaster prevention, 8. Charity events for social welfare donations,
9. General solicitation of donations, 10. Sponsoring regional events,
11. Working to receive commendations from regions, 12. Lifesaving classes,
13. Holding local exchange events, 14. Planning environmental events with external organizations,

15. Regional volunteer work, 16. Cultural exchanges

### Activities at overseas group companies : Y.T. Rubber Co., Ltd. (YTRC) initiatives

Operation at YTRC in Thailand was commenced in May 2010. YTRC currently employs a total of 50 local residents. We strive to provide a reassuring workplace in aspects above and beyond the level of wages provided.

There are many farms and fish and shrimp nurseries nearby YTRC, and for this reason there is a high level of interest related to the aquatic environment due to the strong impact it has on the livelihoods



**The employees are on their way to conduct restoration activities in a boat.**  
**We are impressed at the ability of Thai people to smile even at times like these.**

relationship with the region by providing it with the support that it needs in the future.

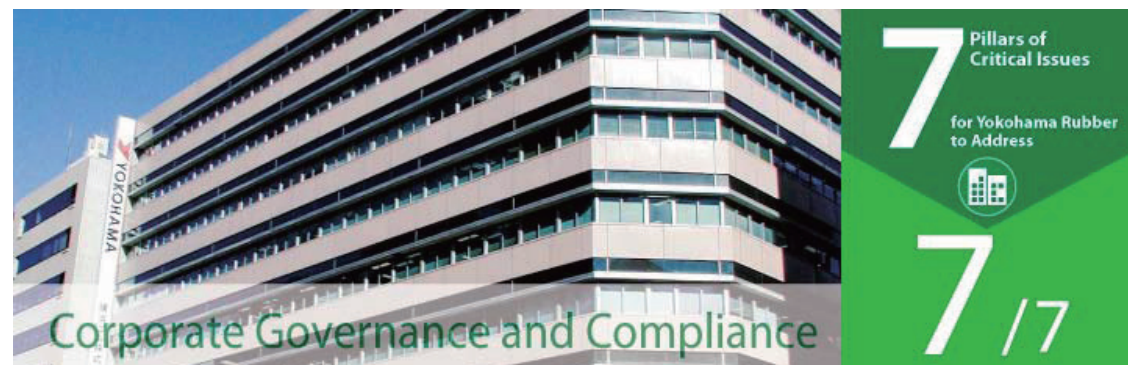
of local residents. As we aim for YTRC to be accepted by the region as a good corporate citizen, we thoroughly recycle wastewater from our plants and promote open exchanges with local residents by having resident representative observe our plants. Some employees lost their homes following the heavy rains and floods in the late summer of 2011. Thanks to the goodwill of a local elementary school, these workers were provided a place to live for approximately a month and a half. We would like to express our thanks for the goodwill of the local residents and construct a positive

▲ [Go to Page Top](#)

---

[Message from The President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2011](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Up Close](#) > [Seven Pillars of Critical Issues for Yokohama Rubber to Address 7/7](#) > 7. Corporate Governance and Compliance



## Stance and policy

Yokohama Rubber Group is making every effort to fortify and improve the support system for corporate governance to be established in order to realize management with transparency and fairness under our Corporate Philosophy. Thereby, this is becoming the management body to maintain our ever evolving corporate value in order for our management to continue to win un-shakeable credibility.

## KPI

Number of Risk Management Committees



2  
per year

The Risk Management Committee is held regularly twice a year to conduct inspections on the risks held by the Group's various committees to identify new risks.

Holding of the Compliance Manager Global Meeting



1  
per year

This new initiative was commenced in 2011. This meeting is held for compliance and legal staff members at overseas subsidiaries so that local staff can conduct compliance based on their own local laws and regulations. Although only four overseas production subsidiaries participated on this occasion, we plan to expand the scope in the future to include sales companies.

## Holding of the Risk Management Committee

At Yokohama Rubber Group, we work to remain aware of new risks and create preemptive control systems and countermeasures aimed at avoiding and preventing these types of risks. The Risk Management Committee, chaired by the Corporate Social Responsibility Division General Manager, was held twice during 2011 in May and November. We identified the risks that arose over the past half-year and verified countermeasures for the prevention of these risks in the future. Specifically, we assumed the tsunami damage that would be caused by major earthquakes strike in the Tokai, Tonankai and Nankai areas, and conducted tsunami evacuation drills at two production bases and 23 sales locations on November 24. A report was made on the risks that were confirmed and reminders relating to pertinent issues were issued throughout the Group.

## Initiatives aimed at strengthening our compliance system

A Compliance Committee chaired by the President is held four times a year for listening to reports and holding discussions relating to compliance issues that occurred over the past three months. The contents of reports and consultations include various matters, such as suggestions relating to business operation and problems and dissatisfaction relating to human relationships, and we aim to respond sincerely to all matters in order to build up a structure worthy of the confidence of employees making inquiries.

## Initiatives aimed at strengthening our compliance system overseas

In response to strong demands for global compliance in the conduct of everyday business operations, we have launched initiatives aimed at making homogeneous improvements to legal systems and compliance awareness at overseas subsidiaries. From 2011, the Global Compliance Meeting has been held with compliance and legal staff members at overseas subsidiaries for the purpose of sharing the Group's overall basis compliance policies and know-how on compliance activities. In the future, we plan to expand the scope of participating companies to include sales companies.

## Up Close

- ▶ The Great East Japan Earthquake – Our Contributions to the Recovery Effort – Up Close 1
- ▶ Overseas Group Companies Tackling Critical Issues – Yokohama Tire Philippines, Inc. – Up Close 2
- ▶ Protecting water environments near our production sites Up Close 3
- ▶ Seven Pillars of Critical Issues for Yokohama Rubber to Address
- ▶ 1. Advancement of Environmentally Friendly Management
- ▶ 2. Safe and Healthy Workplace Environment
- ▶ 3. Safety and Quality of our Products and Services
- ▶ 4. Human Rights and Labor Practices
- ▶ 5. Credibility with our Business Partners
- ▶ 6. Stakeholder Communication
- ▶ 7. Corporate Governance and Compliance





## FY2012 issues and targets

### Risk management

We will study and prepare countermeasures based on the earthquake seismic distribution and tsunami height assumptions that were released in March 2012. In addition, we will take the lessons learned from the tsunami evacuation drills that were conducted in fall 2011 and conduct evacuation drills aimed at avoiding the newly discovered risks.

### Improving the global compliance system

We believe that it would be ideal to make homogeneous improvements on a global level to the awareness of employees towards compliance, the contents of training, the assessment of problems that occurred, and the ability to respond. Meetings attended by compliance and legal staff members from each overseas subsidiary will be held continuously for the purpose of making improvements in these aspects.

▲ [Go to Page Top](#)

---